SB BF KAJ
- CD PL CG
BT DC

BOARD MEETING 11/17/92

JMc
MAN

JMc passed out letter (fund raising)

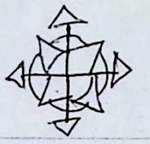
Intro - need 2 strt brainstrmg ongoing fdrsg events
- special big dollar events
- approached Rex (possibility of $15,000 grant/loan)
- Rosewood/Springhouse $5,000
- request brd 2 approach individuals they know

BF - Make pitch of success of drive
SB - Confirm to everyone $$
CD - concerned "more considered context" for fdrsg..
review maniacal subscribers (Grant Abert)
eye to long term
DC - Constituency - "Hackers Conference" Bill Walton
DC to follow up "Cyberthon" (cosigned letter)
CD - post on the WELL? WER conference
NEWS conf
letter to hosts?
KJ - email > subscriber/WELL overlap
CD/BF - loan rather than gift

CG Introduction - express concern/explain financial
KJ - magazine breaks even
funding new projects

5 copies
first class
fm printer

Beau - subscription
Doug - ?



CD- Quarterly strategy
KJ: explanation of budget projections

Discussion of ZOMEWORKS

Stewart
CD: Peter Buckley → Espirit ← Bruce Katz / Paul Hawkin
letter from position of strength
eliminate bad news?

BT: had success with G. Coates "telling the truth"

2 versions of the fund raising letter
→ desperate straits
→ investment version

Rosewood stone - loan discussion

CD- Direct mail - why proceed at such a $ loss

Artwork? Ideas?
Rauschenberg

Beau - private event

Stewart - board of EFF?

SB Re: WE Institute
DC BF where did money go

Mitch Kapor? stewart
Ben & Jerry's
Body Shop

CD: Pam Seidenman? how much to retain?
another meeting → discuss fundraising

people like to buy something

CD out Thur — Sun call on Tues.
SB - all week
BF - all week
DC - week
BT - office all week

Hewlett
~~Intell~~
Auto desk - Judy Morgan

Michael Murphy

revision 11/17 #3

Between the idea / And the reality / Falls the shadow. —T. S. Eliot

> **We want *Whole Earth Review* to influence an ever-growing number of readers . . . to attract more contributors of stellar quality . . . to produce an ongoing series of books that will fascinate, inform, and promote responsible activism.**

Dear Friend,

I came on as director of Point Foundation six months ago with a mandate. We are looking into new ways of increasing the magazine's influence and getting our ideas out to more people — largely through the creation of new projects.

I would like to involve you in the process of realizing this mandate. We have now made a sound start on several projects:

- We've done the groundwork for twelve new books. Our literary agent, John Brockman, has shown proposals for six of them to several New York publishers and reports that each one has shown serious interest in the series. (See attached list of titles)

- We're launching a direct-mail campaign, starting in January, to boost subscriptions to *Whole Earth Review.* We figure the magazine as it is can appeal to 150,000 to 250,000 subscribers, maybe more. Part of our job is to get it more exposed; we believe there are many people for whom it would be a nearly indispensable tool if they were familiar with it.

- We have begun a series of face-to-face events; the first ("Think Globally/Dance Locally," held in September) was an interesting multi-layered event and a great beginning. We're getting calls from people in other areas who want to put on similar events. There are many far-reaching possibilities with the growing of face-to-face events mixing speakers discussing stimulating ideas with lively audience participants, artists and their works, real-time computer projections, joyous celebratory music, and, what the heck, maybe an elephant or two. These events could be staged in various locales, addressing the concerns and possibilities of that region, and how it relates to the larger surrounding region, national and international concerns.

- We're looking into conferences on important topics raised in the magazine — like "Questioning Technology," the theme of our Winter '91 issue and a subject that has generated an astonishing amount of informal discussion.

- For our 25th anniversary (summer '93) we're planning an event in conjunction with Global Business Network, a two-day formal scenario planning workshop on "The Next 25 Years."

- During the last year we have also begun desk-top publishing the magazine (saves time and makes for easier transformation of articles into book material), switched to a new printer, are printing on a better grade paper, have an 800 number for customer service, and are selling books and other merchandise by direct mail, all to better our product and increase profits.

Other projects are under consideration. We don't want to rush into anything without appropriate scrutiny.

Whole Earth is in one respect, a network of people who believe it important to continue looking for ideas and tools that promote responsible individual and collective activism. There is a healthy non-linear aspect to our eclectic offerings. This bespeaks not an agenda but an open search. It continues to be a publication not quite like any other. Point/Whole Earth has helped in the growth of many interesting projects: (see attached list)

In the meantime . . . Whole Earth has taken me on; I have taken on a power-packed assistant, Marly Norris; we've taken on extra office space. The organization is in the, ah, awkward period between initiating the projects I've described and making them pay for themselves. It's an exciting time for us, but a difficult one.

So there's part of our interesting past and promising future. The long-term looks good; the short term is in jeopardy. We take risks that most publications don't. There was some sexually explicit material in issue #75 in the reviews of some sex zines, which caused us to be pulled from many newsstands. We don't take advertising, the major source of revenue for most publications, because we strongly suspect doing so would affect our content. At this moment we are an endangered species. We need $30,000 immediately, an additional $40,000 by December 31, and $30,000 more by March 31, 1993. We need tax-free gifts and loans. Loans would begin to be repaid starting October 1993. We need continuing fund-raising efforts so we will not repeat our current crisis.

I believe that the ideas we come up with are creative, wholesome, and , in some instances, crucially important.

We are thankful for your past help, without that we could not have accomplished our past goals. We hope we are of use to you, that you share our hopes for the future and will continue to be a part of growing our organization. We need your help now. If you would like to hear more specifics on any of these projects, or a more complete explanation of our financial position, please call me, Marly Norris, or Keith Jordan at the Whole Earth Review office (415) 332-1716.

If you can help, please consider making a tax-deductible contribution to Point Foundation.

Thank you for your consideration,

Jon McIntire

Director, Point Foundation/Whole Earth Review

Income & Expenses

	Budget 1st Qtr 1993	Budget 2nd Qtr 1993	Budget 3rd Qtr 1993	Budget 4th Qtr 1993	Current Budget 1993	Budget Totals for 1992	Actuals Totals for 1991
WER Income							
WER Change in Sub Liability	5,000	19,000	25,000	(17,000)	32,000	22,406	56,301
WER Subscription Sales	124,550	103,550	97,550	145,550	471,200	445,258	357,284
Back Issue & Single Copy Sales	3,000	3,000	3,000	3,000	12,000	13,017	15,790
Newsstand Sales (after Returns)	44,000	48,500	48,500	48,500	189,500	189,077	173,566
Book & Product Sales	9,000	6,000	6,000	23,000	44,000	24,357	25,903
Royalties	1,500	500	1,300	0	3,300	3,448	15,181
List Rental	3,000	3,000	5,000	5,000	16,000	15,568	19,717
Unclassifieds	2,800	2,800	2,800	2,800	11,200	10,977	8,552
Contributions	4,200	4,200	4,200	4,200	16,800	17,052	15,955
Other Income	600	600	600	600	2,400	8,922	32,823
Total WER Income	197,650	191,150	193,950	215,650	798,400	750,081	721,071
WER Expenses							
WER Payroll	76,618	76,618	76,618	76,618	306,472	294,380	261,754
WER OPS	1,563	1,563	1,563	1,563	6,250	25,817	25,875
WER Payroll Taxes/Wrkrs Comp	8,428	8,428	8,428	8,428	33,712	29,844	31,138
WER Vacation Pay	4,218	4,218	4,218	4,218	16,873	15,987	12,921
WER Health Care Expense	5,198	5,198	5,198	5,198	20,792	13,205	3,409
WER Employee Bonuses	0	0	0	0	0	810	0
Printing WER	25,250	25,250	25,250	25,250	101,000	105,680	114,746
Writers & Illustrators	7,375	7,375	7,375	7,375	29,500	27,386	27,570
Editorial/Production Expenses	1,650	1,650	1,650	1,650	6,600	8,267	11,731
Fulfillment/Promotion Expenses	26,330	25,850	29,230	35,530	116,940	119,987	91,161
Newsstand Expenses	4,750	4,750	4,750	4,750	19,000	22,617	24,290
Book & Product Sales Expenses	5,300	3,650	3,650	13,000	25,600	25,836	17,561
Rent, Maintenance & Utilites	13,439	13,439	13,439	13,439	53,756	52,724	51,327
Insurance & Taxes	1,975	1,975	1,975	1,975	7,900	3,577	4,215
Office & Computer Supplies	4,250	4,250	4,250	4,250	17,000	16,598	9,649
Depreciation	2,630	1,965	1,875	1,875	8,345	8,000	9,046
Postage & Phone	3,250	3,250	3,250	3,250	13,000	13,910	16,467
Other Expenses	688	688	688	688	2,750	4,917	41,310
Total WER Expenses	192,911	190,116	193,406	209,056	785,490	789,541	754,168
WER Gain/(Loss)	4,739	1,034	544	6,594	12,910	(39,461)	(33,097)

Updated 11/17/92

	Budget 1st Qtr 1993	Budget 2nd Qtr 1993	Budget 3rd Qtr 1993	Budget 4th Qtr 1993	Current Budget 1993	Budget Totals for 1992	Actuals Totals for 1991
New Project Income							
Royalties Books/Projects	0	0	0	0	0	0	
Contributions & Fundraising	0	0	0	0	0	0	
Sales - Dance Events	0	0	0	0	0	3,261	
New Proj Contib to Overhead	0	0	0	0	0	12,000	
Total New Project Income	0	0	0	0	0	15,261	0
New Project Expenses							
Exec Dir Salary Over Baseline	7,886	7,886	7,886	7,886	31,542	28,155	
Asst to Exec Dir Salary	6,540	6,540	6,540	6,540	26,160	7,722	
Pre-Project Pay	0	0	0	0	0	219	
Pre-Project OPS	0	0	0	0	0	0	
Fundraising Pay	0	0	0	0	0	0	
Fundraising OPS	0	0	0	0	0	0	
Dance Event Pay	0	0	0	0	0	63	
Dance Event OPS	0	0	0	0	0	750	
Est NP P/R Taxes/Wrkrs Comp	1,587	1,587	1,587	1,587	6,347	3,666	
Est New Proj Health Care Exp	1,012	1,012	1,012	1,012	4,048	1,470	
Pre-Project Misc Expense	6,000	6,000	6,000	6,000	24,000	634	
Fundraising Misc Expense	0	0	0	0	0	0	
Dance Event Misc Expense	0	0	0	0	0	2,941	
Exec Director Rent	2,049	2,049	2,049	2,049	8,196	3,242	
Other Expenses					0	0	
New Proj Contrib to O/H					0	0	
Total New Project Expenses	25,073	25,073	25,073	25,073	100,293	48,861	0
New Project Gain/(Loss)	(25,073)	(25,073)	(25,073)	(25,073)	(100,293)	(33,600)	0
Combined Gain/(Loss)	(20,335)	(24,040)	(24,530)	(18,480)	(87,384)	(73,061)	(33,097)

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1993 Cash Flow

	Budget January 1993	Budget February 1993	Budget March 1993	Budget April 1993	Budget May 1993	Budget June 1993	Budget July 1993	Budget August 1993	Budget September 1993	Budget October 1993	Budget November 1993	Budget December 1993
Whole Earth Review												
Cumulative Add'l WER Revenues	3,000	6,000	9,000	12,000	15,000	18,000	21,000	24,000	27,000	30,000	33,000	36,000
Direct Mail Cumulative Net	(5,000)	(6,000)	(5,000)	(5,000)	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)
Projected Cash Balance/WER Only	(23,915)	(26,407)	(30,493)	(26,818)	(41,240)	(46,816)	(41,182)	(47,684)	(59,615)	(67,330)	(47,292)	(24,363)
New Projects												
Cumulative New Project Expenses	(8,358)	(16,716)	(25,073)	(33,431)	(41,789)	(50,147)	(58,504)	(66,862)	(75,220)	(83,578)	(91,935)	(100,293)
Cumulative Contrib from Projects	0	0	0	11,144	22,287	33,431	44,575	55,719	66,862	78,006	89,150	100,293
Projected Cash Balance/New Projects	(8,358)	(16,716)	(25,073)	(22,287)	(19,501)	(16,715)	(13,929)	(11,144)	(8,358)	(5,572)	(2,786)	0
Projected Cash Balance/New Projects	(32,273)	(43,123)	(55,566)	(49,106)	(60,742)	(63,532)	(55,111)	(58,827)	(67,972)	(72,901)	(50,077)	(24,363)

Est. Cash at 1/1/93 w/out loans -25,000

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POINT FOUNDATION

COMPARATIVE BALANCE SHEETS

ASSETS	1991	1990	1989	1988	1987
Current assets					
Cash - non interest bearing	6,739	34,296	5,124	43,904	104,548
Savings and temporary cash investments	40,117	139,802	63,040	0	30,000
Accounts Receivable					
Al·Alternative Distributors	69,042	48,881	40,642	39,972	32,857
Less allowance for doubtful accounts	-9,000	-9,000	-9,000	-9,000	-9,000
Mailing Lists	12,603	6,861	8,763	6,476	7,829
Other	11,877	6,716	17,274	8,369	6,628
Inventories	1,575	1,575	1,575	1,575	1,575
Total current assets	132,953	229,131	127,418	91,296	174,437
Property, plant and equipment					
Furniture & Equipment	142,082	170,864	157,571	159,085	144,333
Less Accumulated Depreciation	-124,159	-146,867	-130,667	-114,521	-114,718
Total property plant and equipment	17,923	23,997	26,904	44,564	29,615
Other Assets					
Investments					
Zomeworks	30,000	30,000	30,000	30,000	30,000
Reserve for loss	0	0	0	-24,800	-24,800
The WELL	9,500	9,500	9,500	9,500	9,500
Other	1,308	125	4,398	125	125
Total other assets	40,808	39,625	43,898	14,825	14,825
TOTAL ASSETS	191,684	292,753	198,220	150,685	218,877
LIABILITIES AND FUND DEFICIT					
Current liabilities					
Accounts payable	38,894	12,732	39,958	33,015	25,204
Accrued liabilities	2,206	30,712	4,111	5,061	3,957
Advance from the WELL	0	0	0	2,996	5,396
Note payable	0	0	20,000	0	10,000
Current portion of capital lease obligation	5,571	4,807	4,148	3,580	4,274
Deferred subscription revenue	524,974	581,274	536,061	398,242	377,573
Total current liabilities	571,645	629,525	604,278	442,894	426,404
Long-term liabilities					
Note payable	0	0	0	20,000	20,000
Book advances	0	4,521	0	0	0
Long-term portion of capital lease obligation	502	6,073	10,880	15,028	18,609
TcTotal long-term liabilities	502	10,594	10,880	35,028	38,609
Fund Deficit	-380,463	-347,366	-416,938	-327,237	-246,136
TOTAL LIABILITIES AND FUND DEFICIT	191,684	292,753	198,220	150,685	218,877

POINT FOUNDATION COMPARATIVE INCOME STATEMENTS	Net Revenues 1991	Net Revenues 1990	Net Revenues 1989	Net Revenues 1988	Net Revenues 1987
REVENUES NET OF DIRECT COSTS:					
Public support	15,955	55,674	29,407	12,736	16,909
Whole Earth Review	111,949	149,004	-54,308	31,517	88,333
Books & related projects	11,700	26,871	18,553	12,765	35,075
Chronicle column	2,868	736	3,762	0	0
Mailing list sales	17,364	21,687	16,519	13,568	19,480
Special events	-5,801	200	15,552	0	0
Gain on investments			24,800		
All other	7,523	10,901	6,668	4,062	10,999
TOTAL	161,558	265,073	60,953	74,648	170,796
G & A EXPENSES:					
Salaries & related costs	97,969	93,563	54,194	49,873	42,334
Rent	44,913	39,792	39,033	37,658	34,679
Depreciation	9,046	16,200	17,941	19,536	18,999
Telephone & Utilities	11,003	10,028	10,259	13,794	12,700
Postage	9,529	8,583	10,210	11,244	7,305
Maintenance, repairs & rentals	8,195	7,218	9,386	7,986	7,187
Office & computer supplies	6,611	10,204	3,446	5,780	5,229
Interest	1,488	2,075	2,523	2,783	1,300
Legal & professional	266	1,323	4,433	3,887	5,776
Bank charges	277	586	554	1,346	3,673
Taxes	2,350	3,351	2,543	1,498	2,069
Outside professional services	0	0	0	0	395
Meals & entertainment	1,515	0	0	0	713
Insurance	1,864	1,942	2,186	1,715	3,039
Research materials	0	0	0	0	2,172
Bad debt	0	0	0	0	740
Miscellaneous	2,428	1,236	1,321	2,249	4,613
WELL reimbursed expenses	-2,800	-600	-7,376	-3,600	-4,050
TOTAL G & A EXPENSES	194,654	195,501	150,653	155,749	148,873
EXCESS OF REVENUES OVER EXPENSES	-33,096	69,572	-89,700	-81,101	21,923
BEGINNING FUND BALANCE	-347,365	-416,937	-327,237	-246,136	-268,059
ENDING FUND BALANCE	-380,461	-347,365	-416,937	-327,237	-246,136